



# **Departmental Quarterly Performance Report**

**Department Name:  
Office of Performance Improvement**

**Reporting Period:  
2002/03  
2nd quarter**

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**MAJOR PERFORMANCE INITIATIVES**

**Describe Key Initiatives and Status**

Check all that apply

<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Initiative: Support the Efficiency and Competition Commission in tracking and monitoring countywide efficiency projects.</b></p> <p><b>Performance Measure:</b> Compile and update project information into a monthly status report for distribution one week prior to Efficiency and Competition Commission (ECC) meetings.</p> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>Streamlined ECC reporting to coincide with departmental quarterly performance reporting.</li> <li>Three meetings scheduled, with one meeting held this quarter.</li> <li>The January ECC package was distributed three days prior to the meeting.</li> </ul>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Initiative: Conduct and oversee efficiency projects including process reviews, managed competition/target savings initiatives and gainsharing.</b></p> <p><b>Performance Measure:</b> Conduct a countywide efficiency idea gathering effort with the aim of identifying up to approximately 80 new areas of study.</p> <p><b>Performance Measure:</b> Identify 6 target savings initiative/competition projects or create Memorandums of Understanding that incorporate managed competition, target savings initiatives and/or gainsharing elements.</p> <p><b>Performance Measure:</b> Complete 15 projects using in-house resources; oversee or participate in 20 additional projects.</p> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>Current countywide work plan consists of 216 efficiency related projects, 107 efficiency “ideas” and an additional 91 projects which are monitored for savings. In order to focus on key initiatives and reduce reporting requirements, we are working with departments to establish one high priority project list.</li> <li>Identified and assisting in the following three target savings initiative/competition projects: <ol style="list-style-type: none"> <li>1. Fire and Rescue – Finalized agreement between GSA and Fire for transfer of facility and resources for heavy equipment maintenance.</li> <li>2. GSA/Human Services – Producing a solicitation that incorporates a managed competition between GSA and private providers for preventative maintenance services.</li> <li>3. CAA/Human Services– Examining possibility of having Corrections Food Services provide catered meals.</li> </ol> </li> </ul>	<p><input type="checkbox"/> <i>Strategic Plan</i></p> <p><input checked="" type="checkbox"/> <i>Business Plan</i></p> <p><input type="checkbox"/> <i>Budgeted Priorities</i></p> <p><input type="checkbox"/> <i>Customer Service</i></p> <p><input type="checkbox"/> <i>ECC Project</i></p> <p><input type="checkbox"/> <i>Workforce Dev.</i></p> <p><input type="checkbox"/> <i>Audit Response</i></p> <p><input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>

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<ul style="list-style-type: none"> <li>• Creating the following two MOU's:             <ol style="list-style-type: none"> <li>1. WASD – Met with Department Director and unions to review performance based concept for new gainsharing agreement. Establishing a series of meetings to identify performance targets.</li> <li>2. Corrections and Rehabilitation – Finalized agreement and received Board approval for a new multi-year gainsharing agreement.</li> </ol> </li> <li>• Completed or provided oversight to twelve projects year-to-date including:             <ul style="list-style-type: none"> <li>• Medical Examiner Operations Review</li> <li>• Tax Collector 4 x 10 Review</li> <li>• Public Works - Construction Contract Payment Process Review</li> <li>• Corporate Sponsorship – Policy and Report</li> <li>• Department Director Quarterly Reporting</li> <li>• Survey Pool – County wide and UMSA Surveys</li> <li>• Corrections and Rehabilitation – New Target and MOU for Food Services</li> <li>• Fire and Rescue/GSA – Heavy Fleet Maintenance MOU</li> </ul> </li> </ul>	
<p>County Mgr. Priority (Circle One): <i>People</i> <u>Service</u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Initiative: Support and institute countywide strategic planning project.</b></p> <p><b>Performance Measure:</b> Finalize individual strategic area master plans and support departmental implementation.</p> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>• Refined community goals, identified key outcomes and developed supporting strategies and preliminary performance indicators for each of the six service delivery areas.             <ul style="list-style-type: none"> <li>• Trained staff in developing outcomes, strategies and performance measures and reviewed and refined department recommendations with Community Planning Teams (CPTs).</li> <li>• Prioritized outcomes across all strategic areas based on related priority actions identified at the June 19<sup>th</sup>, 2002 Strategic Planning Community Event, FY 2003-04 County Manager budget priorities, outcomes common to several strategic areas and themes, and Core County and CPT recommendations.</li> </ul> </li> <li>• Distributed County Manager February 27 memo containing results to BCC and Mayor and submitted as a report to all Committees of the BCC. Report accepted by Budget and Finance Committee on March 6, 2003.</li> <li>• Reviewed service delivery results with various groups including Citizens Transportation Advisory Board, Chairs of Community Councils, and Social and Economic Development Council, and distributed results to employees through County Manager's e-mail.</li> <li>• Developed draft goals, key outcomes, supporting strategies and</li> </ul>	<p> <input type="checkbox"/> <i>Strategic Plan</i>  <input checked="" type="checkbox"/> <i>Business Plan</i>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i>                              <i>(Describe)</i> </p>

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<p>preliminary performance indicators for internal Enabling Strategies:</p> <ul style="list-style-type: none"> <li>• Deployed and analyzed survey of users of internal support function to obtain input on areas of strength and weakness.</li> <li>• Conducted assessment of strengths, weaknesses, opportunities and threats.</li> <li>• Developed preliminary goals, key outcomes, strategies and preliminary performance measures for internal support functions.</li> <li>• Developed tools and procedures for linking business plans to strategic plan for the service delivery areas and reviewed business plans for Office of Community and Economic Development, Metro-Miami Action Plan and Empowerment Trust to evaluate linkage.</li> </ul>	
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Initiative: Administer the countywide “Secret Shopper” program, which is designed to evaluate service delivery to our public at the point of service.</b></p> <p><b>Performance Measure:</b> Complete the second year (FY 01-02) of the program, by shopping customer service interface points in all County departments within a 12-month period. Plan revamped third year program.</p> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>• Completed all second year shopping, with all Department Directors receiving reports detailing their results.</li> <li>• Submitted County Manager report summarizing countywide results.</li> <li>• Article announcing results printed in County employee newspaper.</li> <li>• Initiated revised third year shopping schedule.</li> </ul>	<p><u>    </u> <i>Strategic Plan</i></p> <p><u><b>x</b></u> <i>Business Plan</i></p> <p><u>    </u> <i>Budgeted Priorities</i></p> <p><u>    </u> <i>Customer Service</i></p> <p><u>    </u> <i>Workforce Dev.</i></p> <p><u>    </u> <i>ECC Project</i></p> <p><u>    </u> <i>Audit Response</i></p> <p><u>    </u> <i>Other</i> _____</p> <p style="text-align: center;">(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Initiative: Maintain the County Manager’s Administrative Orders (AOs).</b></p> <p><b>Performance Measure:</b> Update the automated countywide AO system within 10 days of receipt of the final approved AO from the operating department.</p> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>• Reviewed a total of fifteen A.O.’s this fiscal year, nine of which were in the second quarter.</li> <li>• Fifteen A.O’s uploaded this fiscal year, seven of which were in the second quarter. All but one uploaded within the ten day requirement.</li> <li>• Continued to coordinate updates of outdated A.O.s.</li> </ul>	<p><u>    </u> <i>Strategic Plan</i></p> <p><u><b>x</b></u> <i>Business Plan</i></p> <p><u>    </u> <i>Budgeted Priorities</i></p> <p><u>    </u> <i>Customer Service</i></p> <p><u>    </u> <i>Workforce Dev.</i></p> <p><u>    </u> <i>ECC Project</i></p> <p><u>    </u> <i>Audit Response</i></p> <p><u>    </u> <i>Other</i> _____</p> <p style="text-align: center;">(Describe)</p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Initiative: Maintain the countywide Procedures Manual.</b></p> <p><b>Performance Measure:</b> Update the countywide Procedures Manual on an annual basis by the end of the first quarter of the fiscal year.</p> <p><b>Status Update:</b></p> <ul style="list-style-type: none"> <li>• Completed process for 2002 countywide Procedures Manual update.</li> <li>• Updates, additions and deletions loaded on County web-site in December 2002.</li> <li>• Intermediate updates completed as needed.</li> </ul>	<p><u>    </u> <i>Strategic Plan</i></p> <p><u><b>x</b></u> <i>Business Plan</i></p> <p><u>    </u> <i>Budgeted Priorities</i></p> <p><u>    </u> <i>Customer Service</i></p> <p><u>    </u> <i>Workforce Dev.</i></p> <p><u>    </u> <i>ECC Project</i></p> <p><u>    </u> <i>Audit Response</i></p> <p><u>    </u> <i>Other</i> _____</p> <p style="text-align: center;">(Describe)</p>

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County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u>	
<b>Initiative:</b> Generate revenues or in-kind goods and services in support of County operations, through corporate sponsorship agreements.	<input type="checkbox"/> <i>Strategic Plan</i>
<b>Performance Measure:</b> Establish countywide corporate sponsorship policy in the form of an Administrative Order (AO).	<input checked="" type="checkbox"/> <i>Business Plan</i>
<b>Performance Measure:</b> Establish two corporate sponsorship agreements.	<input type="checkbox"/> <i>Budgeted Priorities</i>
<ul style="list-style-type: none"><li>• Conducting Phase Two of the County beverage vending proposal.</li><li>• Drafting scope of a swimwear corporate sponsorship Invitation-to-Bid.</li><li>• Revising corporate sponsorship strategy report.</li></ul>	<input type="checkbox"/> <i>Customer Service</i>
	<input type="checkbox"/> <i>Workforce Dev.</i>
	<input type="checkbox"/> <i>ECC Project</i>
	<input type="checkbox"/> <i>Audit Response</i>
	<input type="checkbox"/> <i>Other</i> _____
	(Describe)

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**PERSONNEL SUMMARY**

***A. Filled/Vacancy Report***

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	14	18*	15	3	16	2				

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

\* Current year budget represents full-time positions, and does not include one part-time Management Consultant Supervisor.

***B. Key Vacancies***

***C. Turnover Issues***

***D. Skill/Hiring Issues***

Difficulty recruiting professional staff with skill set necessary to effectively complete required work products.

***E. Part-time, Temporary and Seasonal Personnel***

***(Including the number of temporaries long-term with the Department)***

T.O. includes one filled part-time Management Consultant Supervisor.

***F. Other Issues***

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**FINANCIAL SUMMARY**

(All Dollars in Thousands)

	PRIOR YEAR  Actual	CURRENT FISCAL YEAR						
		Total Annual Budget	Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
<b>Revenues (Reimburs)</b>								
♦ Salary	0	98,000	24,500	0	49,000	0	49,000	0
♦ Fringe	0	22,000	5,500	0	11,000	0	11,000	0
♦								
♦								
<b>Total</b>	0	120,000	30,000	0	60,000	0	60,000	0
<b>Expense*</b>								
<b>Personnel</b>	1,152,404	1,238,000*	309,500	248,106	619,000	550,735	68,265	45
<b>Operating</b>	154,104	69,000	17,250	129,955	34,500	178,611	-144,111	259
<b>Capital</b>	9,071	12,000	3,000	0	6,000	0	6,000	0
<b>Total</b>	1,315,579	1,319,000	329,750	378,061	659,500	729,346	-69,846	55

\* Includes Salary/Fringe reimbursement amounts.

**Equity in pooled cash (for proprietary funds only)**

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>Total</b>					

**Comments:**

(Explain variances, discuss significant in-kind services, provide status of aged receivables at 30-60-90-+ days and those scheduled for write-off, if applicable)

Operating expenses exceed budget due to the following year-to-date expenses incurred by Hay and Superlative Group Consulting firms:

\$146,901      21030 Other Professional Services

\$ 7,144      31210 Travel Expense –U.S.

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***STATEMENT OF PROJECTION AND OUTLOOK***

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

Notes and Issues:

As indicated in Financial Summary, operating expenses exceed budget due to charges from the Hay and Superlative Group Consulting firms. These expenses are transferred from the Office of Performance Improvement's budget at the end of the year.

**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

\_\_\_\_\_  
Signature  
Department Director

Date\_\_\_\_\_